Public Service Commission

ANNUAL REPORT

2015-2016

Prince Edward Island

CANADA

Public Service Values for the Civil Service

Respect • Accountability • Integrity • Excellence

Prince Edward Island
CANADA

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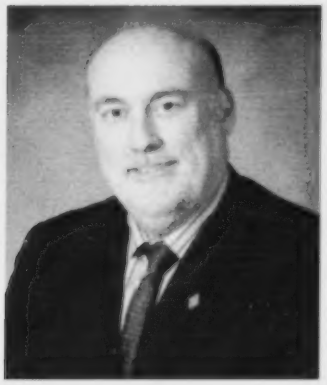
Message from the Chief Executive Officer



Minister Roach and Mr. Carl Lafford, Chair of the Public Service Commission

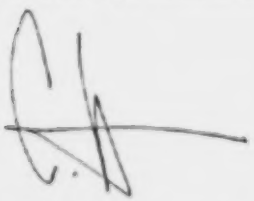
It is my pleasure to provide you with the 2015-2016 annual report for the Public Service Commission (PSC) of Prince Edward Island. As the corporate agency responsible for human resource leadership, management and administration, the staff have once again demonstrated commitment to public service and to the delivery of quality human resource services.

Throughout this year, the employees of the Public Service Commission continued to provide a full suite of human resources services in the areas of: recruitment, staffing, classification, French language services, organization development, human resource planning, learning and development, diversity management, labour relations, human resources management, payroll administration and human resources information management.

This year's annual report marks the first full fiscal year where the PSC Business Plan's stated goals and strategies guided the work of the Public Service Commission. The management team actively monitored progress against the plan which resulted in many of the plan activities being completed or in progress at the end of the fiscal year. This approach provided greater accountability while still allowing flexibility and responsiveness to emerging issues in the civil service.

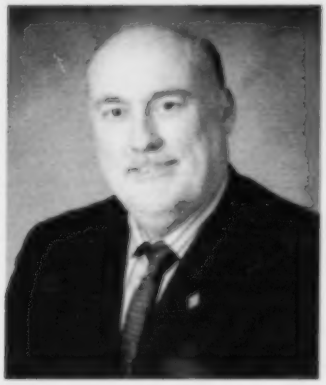
One of several major accomplishments for this year was the articulation and confirmation of the Public Service values: *Respect, Accountability, Integrity and Excellence.* This report demonstrates that these values are indeed implicit in how the PSC employees do their work, and explicit in the results of the Commission.

Respectfully submitted



Andrew Thompson, CEO
PEI Public Service Commission

Message du directeur général



Monsieur le Ministre et Monsieur le Président,

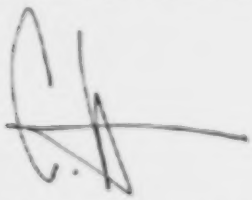
Je suis heureux de vous fournir le rapport annuel de la Commission de la fonction publique de l'Île-du-Prince-Édouard pour 2015-2016. En tant qu'agence-société responsable de la direction, de la gestion et de l'administration des ressources humaines, le personnel a encore une fois fait preuve de dévouement pour la fonction publique et la prestation de services de qualité en matière de ressources humaines.

Tout au long de l'année, les employés de la Commission de la fonction publique ont continué d'offrir un très vaste éventail de services en ressources humaines dans les domaines du recrutement, de la dotation, de la classification, des services en français, du développement organisationnel, de la planification des ressources humaines, de l'apprentissage et du perfectionnement, de la gestion de la diversité, des relations de travail, de la gestion des ressources humaines, de l'administration de la paie et de la gestion de l'information sur les ressources humaines.

Le présent rapport annuel marque le premier exercice complet au cours duquel les objectifs et stratégies énoncés dans le plan d'activités de la Commission ont servi à orienter son travail. L'équipe de gestion s'est assuré de voir à l'avancement du plan; de nombreuses activités prévues au plan ont donc été réalisées ou entreprises au cours de l'exercice. Cette approche assure une meilleure reddition de comptes tout en préservant une certaine souplesse qui permet de répondre aux questions émergentes.

L'exercice a compté plusieurs importantes réalisations, notamment les valeurs de la fonction publique ont été confirmées : le respect, la reddition de compte, l'intégrité et l'excellence. Ce rapport démontre que ces valeurs guident bel et bien la façon de faire du personnel de la Commission et que les résultats de la Commission les reflètent.

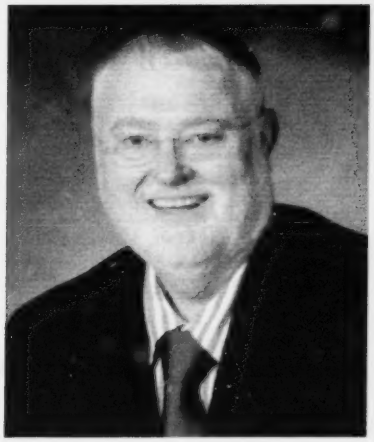
Le tout respectueusement soumis,



Andrew Thompson, directeur général

Commission de la fonction publique de l'Î.-P.-É.

The PEI Public Service Commission Board Members

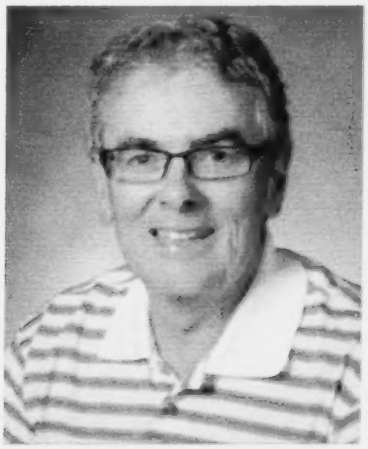


Carl Lafford (Chair)

Mr. Lafford is a retired Federal Government employee. His work experience over the years spans from labourer to consultant and manager. He has been a volunteer and an active member of the Island community. His appointment to the PEI Public Service Commission Board is for a five year term, effective February 2013. Mr. Lafford is married with two adult children and resides in Charlottetown, PEI.

Rita Ryan-Sabada

Mrs. Ryan-Sabada is a retired provincial public service employee. She has extensive experience working with the Union of Public Sector Employees on behalf of provincial employees. She is an avid volunteer and an active member of the community. Her appointment to the PEI Public Service Commission Board is for a five year term, effective January 2012. Mrs. Ryan-Sabada currently resides in Charlottetown, PEI.



Bob Kenny

Bobby Kenny retired from the Provincial Civil Service in 2011 after thirty-seven years of service. His experience included positions as a property assessor and staffing officer, along with management positions in tax administration and human resources. He is currently an active participant on a number of Provincial and Federal Boards. His appointment to the Public Service Commission Board is for a five year term, effective October 2012. Mr. Kenny is married with one daughter and resides in Charlottetown, PEI.

Executive Summary

During the 2015-2016 fiscal year, the Public Service Commission (PSC) demonstrated its commitment and ability to be a strategic partner in the delivery of government's programs and services. This is accomplished through its mandate, as outlined in the *Civil Service Act,* to:

- maintain a professional and independent civil service;
- provide a service which is responsive and flexible to the public's needs;
- foster a constructive working relationship among the government, its employees and their representatives; and
- foster the development of a public service that is representative of the province's diversity.

The PSC is organized into three divisions with functionally aligned work units to deliver specific services to the public and to the provincial public service. The divisions are:

- Staffing, Classification and Organizational Development Division;
- Human Resource (HR) Management and Labour Relations Division; and
- Administration, Corporate Human Resource Management System (HRMS) and Payroll Division.

The specialized nature of divisional operations largely determines which goal(s) results are impacted by the strategies/activities. However, due to the inter- relatedness and interconnections of human resource management and administration, one strategy/activity often has distributed results for all of the goal areas. Below is a brief description of several of the PSC work activities, organized by goal.

Improved capacity of the provincial civil service (knowledgeable, skilled and engaged employees)

Bench strength is one aspect of an organization's capacity. This fiscal year saw a continued high volume of staffing activities, with Health PEI accounting for 91% of competitions. Along with leading the recruitment and selection process, staffing consultants continued to conduct post interview board meetings with employees, and to provide workshops on "How to Prepare for the Job Interview" at educational institutions as well as for public service employees in both the civil and health sectors.

The demographics of the PEI population are changing considerably. With a small population of approximately 146,000, there is an increase in immigration, with over 90 nationalities represented in the province. Recognizing this, a diverse workplace continues to be a priority for government. Strategically, the Diversity Consultant maintains a database to facilitate hiring qualified candidates from the four provincially designated diversity groups. In addition, the Diversity Consultant continued to provide diversity and cultural awareness workshops and information sessions to government departments and strengthened our working relationships with community organizations.

The civil service continues to benefit from the centralization of the HR management function within the PSC. The practice of developing consistent interpretations for labour relations as well as HR policies and practices is increasing departments' capacity to manage their human resources to meet both operational and employee needs.

Improved employee and leadership development

Momentum continued to build in the implementation of the Learning and Development Framework which was designed with the intent to meet corporate, departmental and employee learning and development needs. Departments continued to be provided with funding to plan customized learning opportunities to reflect their operational needs. Registrations for the "Sessions about Working in Government", which were delivered by subject matter experts, many being government employees, more than doubled the number of registrations of the previous fiscal year. French language training and assessments continued to encourage and support the ability of the civil service to serve clients in French. Also, learning and development funds were available to individuals and employee groups to foster career development to ultimately improve service delivery to Islanders.

Improved employee and workplace health, safety and well being

Employees and safe workplaces are critical success factors for a thriving civil service. Recognizing this, the Occupational Health and Safety (OH&S) Section continued to work with departments to provide relevant health and safety initiatives as well as to monitor work place safety.

Education about mental health in the work place and support continued to be an important issue across the civil service. The Employee Assistance Program reported 561 new counseling files while serving the Civil Service, Health and Education Sectors.

Improved human resource legislation, policies, processes and practices

The Administration, Corporate Human Resource Management System (HRMS) and Payroll Division also benefitted from the centralization of corporate payroll and administration resources within the PSC. Increased clarification and consistency in processes and practices reduced inquiries and increased the quality of system products such as management reports.

Four initiatives were introduced to positively influence the corporate civil service work environment and service delivery.

Civil Service Values:

The PSC conducted research, jurisdictional scans, employee focus groups and analyzed comments from the 2015 Employee Survey to confirm that respect, integrity, accountability and excellence are the core values that guide how PEI civil service employees work with our clients and with each other.

Leadership Competencies

The Chief Executive Officer began a project to clearly articulate the leadership competencies that are needed to be successful within the PEI civil service. These leadership competencies will be integrated into human resource functions such as recruitment, performance management, succession planning, etc.

Employee Survey 2015

In November 2015, the PSC led the fourth Employee Survey for permanent civil service employees. The response rate of 54.8% yielded a total employee engagement index score of 72.2%, which was slightly higher than the 2012 survey results (70.6%).

The PSC is committed to develop corporate strategies before the next survey to respond to the following priority areas based on the survey results:

- Identification of career growth opportunities within the government of PEI
- Retention of employees who are willing and able to work in a modern, innovative public service
- Discussions with employees concerning work expectations, performance, learning and development needs as well as career aspirations, on an ongoing basis
- Recognition of the importance and value of individual employees
- Recognition of the importance and value of innovation in the work place
- Communication from senior leadership on essential information that impacts individual's work to all employees on an ongoing basis.

In addition, departments are both committed and responsible for responding to results with strategies that are appropriate for their operational and cultural work environment. Status reports on plans and implementation progress are a standing item on the Human Resources Managers' monthly meetings.

Human Resource Planning:

The introduction of common human resource planning processes, tools and templates in the fall of 2015 supported departments in their planning for retirements, and the challenge of ensuring that public service operations and engagement with the public are done in a cost effective manner.

In addition to the above, each of the PSC divisions performed ongoing operational processes and practices to support and enhance human resource management and administration. The highlights mentioned reflect not only the variety of activity during the year, but also the PSC's success in addressing its mandate to maximize civil service employees' performance and engagement in the delivery of the government's programs and services in a modern public service work environment.

Sommaire

Au cours de l'exercice financier 2015-2016, la Commission de la fonction publique (CFP) a manifesté son engagement à être un partenaire stratégique de la prestation des programmes et des services du gouvernement. Elle s'acquitte ainsi de son mandat, décrit comme suit dans la *Civil Service Act* (loi sur la fonction publique) :

- assurer l'indépendance et le professionnalisme de la fonction publique;
- fournir un service souple et adapté aux besoins du public;
- favoriser des relations de travail constructives entre le gouvernement, son personnel et ses représentants;
- favoriser l'essor d'une fonction publique à l'image de la diversité de la province.

La CFP est organisée en trois divisions composées d'unités de travail servant à fournir certains services au public et à la fonction publique provinciale.

- Division de la dotation, de la classification et du développement organisationnel
- Division de la gestion des ressources humaines et des relations de travail
- Division de l'administration, du Système de gestion des ressources humaines (SGRH) et de la paie

La nature spécialisée des activités de chaque division détermine largement quels résultats d'objectifs sont touchés par les stratégies et activités. Toutefois, comme la gestion et l'administration des ressources humaines sont étroitement liées, il arrive souvent qu'une stratégie ou une activité donnent des résultats pour tous les objectifs. Voici un bref survol de certaines des activités de la CFP par objectifs.

Amélioration de la capacité de la fonction publique provinciale (personnel renseigné, compétent, qualifié et motivé)

L'effectif de réserve constitue l'un des piliers de la capacité de l'organisme. Au cours de l'exercice, les activités de dotation ont continué d'être nombreuses. Par ailleurs, 91 % des concours découlaient de Santé Î.-P.-É. En plus de mener le processus de recrutement et de sélection, les conseillers en dotation ont continué de rencontrer les employés après les entrevues et d'offrir des ateliers sur la préparation aux entrevues d'emploi dans les établissements d'enseignement et aux employés de la fonction publique et du secteur de la santé.

Le portrait démographique de l'Île-du-Prince-Édouard continue d'évoluer de façon importante. Sa petite population d'environ 146 000 personnes connaît une augmentation en matière d'immigration; en effet, la province compte maintenant plus de 90 nationalités. Le gouvernement continue donc de privilégier la diversité au sein du milieu de travail. À cet effet, le conseiller en diversité tient à jour une base de données afin de faciliter l'embauche de candidats qualifiés provenant des quatre groupes de la diversité désignés; offre des ateliers et des séances d'information portant sur la diversité et la sensibilisation aux cultures à tous les ministères provinciaux; et renforce les relations de travail entre le gouvernement et les organismes communautaires.

La centralisation de la gestion des ressources humaines au sein de la CFP a toujours des effets positifs sur la fonction publique. L'interprétation cohérente des relations de travail et des politiques et des pratiques en ressources humaines permet aux ministères de mieux gérer leurs ressources humaines pour satisfaire à la fois les besoins opérationnels et les besoins des fonctionnaires.

Amélioration du perfectionnement du personnel et du développement du leadership

La mise en œuvre du Cadre d'apprentissage et de perfectionnement s'est poursuivie afin de satisfaire les besoins du personnel, des ministères et du gouvernement en matière d'apprentissage et de perfectionnement. Les ministères ont continué de recevoir du financement pour planifier des occasions d'apprentissage en fonction de leurs besoins opérationnels. Les inscriptions aux séances « Travailler au sein de la fonction publique », offertes par des experts en la matière – dont plusieurs employés du gouvernement –, étaient plus que deux fois plus nombreuses qu'au cours de l'exercice précédent. Les évaluations et les formations linguistiques en français ont continué d'encourager et d'appuyer la capacité de la fonction publique de servir ses clients en français.

Les fonctionnaires individuels et les groupes d'employés avaient d'ailleurs accès à des fonds en matière d'apprentissage et de perfectionnement, favorisant ainsi le perfectionnement professionnel et, par conséquent, améliorant la prestation de services aux Insulaires.

Amélioration de la santé, de la sécurité et du bien-être des employés en milieu de travail

Le bien-être des employés et la sécurité des milieux de travail sont des facteurs de réussite essentiels pour établir une fonction publique florissante. La Division de la santé et de la sécurité au travail a donc œuvré auprès des ministères pour fournir des initiatives en matière de santé et de sécurité au travail et pour veiller à la sécurité en milieu de travail.

La sensibilisation à la santé mentale en milieu de travail et les appuis en la matière sont demeurés des dossiers importants au sein de la fonction publique. Le Programme d'aide aux employés a rapporté 561 nouveaux cas parmi les employés de la fonction publique et des secteurs de la santé et de l'éducation.

Amélioration des lois, des politiques, des processus et des pratiques en matière de ressources humaines

La centralisation de la paie et des ressources administratives au sein de la CFP s'est avérée avantageuse pour la Division de l'administration, du Système de gestion des ressources humaines (SGRH) et de la paie. Une clarté et une cohérence accrues au sein des processus et des pratiques ont permis d'améliorer la compréhension et la qualité des produits du système, comme les rapports de gestion.

Un total de quatre initiatives ont été lancées pour influencer de façon positive sur le milieu de travail des fonctionnaires et la prestation de services.

Valeur de la fonction publique :

La CFP a fait de la recherche, mené des examens gouvernementaux, formé des groupes de discussion avec des employés et analysé les commentaires soumis dans le cadre du sondage auprès des employés de 2015 pour confirmer que le respect, l'intégrité, la reddition de compte et l'excellence sont bel et bien les valeurs qui guident la façon dont la fonction publique de l'Île-du-Prince-Édouard travaille avec ses clients et ensemble.

Compétences en leadership

Le directeur général a commencé un projet visant à cerner les compétences en leadership qui sont nécessaires pour réussir au sein de la fonction publique de l'Île-du-Prince-Édouard. Ces compétences seront intégrées aux fonctions des ressources humaines, y compris dans le recrutement, la gestion du rendement, la planification de la relève, etc.

Sondage auprès du personnel de 2015 : En novembre, la CFP a mené le quatrième sondage auprès des employés permanents de la fonction publique. Le taux de réponse était de 54,8 % et l'indice d'engagement des employés était de 72,2 %, ce qui est légèrement plus élevé que les résultats du sondage de 2012 (70,6 %).

La CFP s'efforce d'élaborer des stratégies avant la tenue du prochain sondage afin de travailler sur les domaines prioritaires suivants selon les résultats du sondage :

- Recensement des possibilités de développement de carrière au sein du gouvernement provincial;
- Rétention des employés qui veulent et peuvent travailler au sein d'une fonction publique moderne et novatrice;
- Discussions régulières avec les employés au sujet de leurs attentes au travail, de leur rendement, de leurs besoins en formation et en perfectionnement ainsi que de leurs objectifs de carrière;
- Reconnaissance de l'importance et de la valeur de chaque employé;
- Reconnaissance de l'importance et de la valeur de l'innovation dans le travail;
- Communication régulière entre la direction et les employés au sujet des questions influant sur leur travail.

De plus, les ministères s'efforcent de réagir aux résultats au moyen de stratégies convenant à leur façon de faire. Des rapports sur la mise en œuvre des plans sont donnés à chaque réunion mensuelle des gestionnaires des ressources humaines.

Planification des ressources humaines : L'adoption de processus, d'outils et de modèles de planification des ressources humaines communs à l'automne 2015 a aidé les ministères à planifier la relève et à assurer que les activités

de la fonction publique et son travail auprès du public se fassent de façon efficiente.

De plus, chaque division de la CFP a continué ses pratiques et processus afin d'appuyer et d'améliorer la gestion et l'administration des ressources humaines. Les faits saillants présentés reflètent non seulement l'éventail des activités menées au cours de l'exercice, mais aussi les efforts réussis de la CFP visant à accomplir son mandat pour maximiser le rendement et l'engagement des employés de la fonction publique dans la prestation des programmes et des services du gouvernement dans un milieu de travail moderne.

Long Term Service Recognition Program
Le programme de reconnaissance de longs états de service

The PSC organizes and coordinates the Long Term Service Recognition Program which honours employees who have completed 20, 25, 30, 35 and 40 years of continuous service with the provincial public service.

Minister Roach represented Premier MacLauchlan at a luncheon for 53 employees with 20 years of continuous service, 97 employees with 25 years of continuous service, 33 employees with 30 years of continuous service, 20 employees with 35 years of continuous service, and 4 employees with 40 years of continuous service. A total of 207 employees were invited to the luncheons.

La CFP organise et coordonne le programme de reconnaissance de longs états de service qui rend hommage aux employés qui comptent 20, 25, 30, 35 et 40 ans de service ininterrompu au sein de la fonction publique provinciale.

Le premier ministre Ghiz a organisé des déjeuners pour les 53 employés ayant 20 années de service continu, les 97 employés ayant 25 années de service continu, les 33 employés ayant 30 années de service continu, les 20 employés ayant 35 années de service continu, et les 4 employés ayant 40 années de service continu.

20 years / 20 ans

Recipients of the Long Term Service Award, 20 years
Les récipiendaires des récompenses pour long états de service, 20 ans

25 years / 25 ans

Recipients of the Long Term Service Award, 25 years
Les récipiendaires des récompenses pour long états de service, 25 ans

30 years / 30 ans

Recipients of the Long Term Service Award, 30 years
Les récipiendaires des récompenses pour long états de service, 30 ans

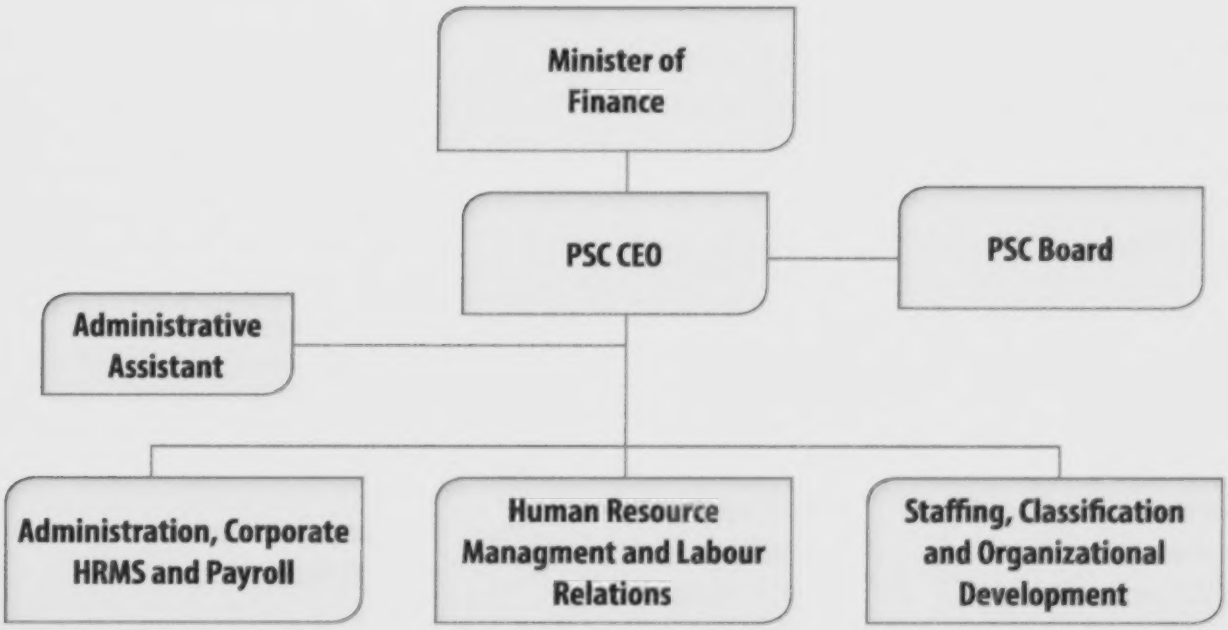
35 years / 35 ans

Recipients of the Long Term Service Award, 35 years
Les récipiendaires des récompenses pour long états de service, 35 ans

40 years / 40 ans

Recipients of the Long Term Service Award, 40 years
Les récipiendaires des récompenses pour long états de service, 40 ans

1. Organization Structure of the Public Service Commission



Administration, Corporate HRMS and Payroll

- Administration
- Payroll
- Human Resource Management System

Human Resource Managment and Labour Relations

- Human Resource Management
- Labour Relations
- Occupational Health and Safety

Staffing, Classification and Organizational Development

- Staffing and Recruitment
- Classification
- Human Resource Planning
- Diversity Management
- Learning and Development
- Employee Assistance Program
- Training and Development Funds
- French Language Training

2.0 *PSC Business and Human Resource Plan (2015-2017)* Progress Update

2.1 Background

The *PSC Business and Human Resource Plan (2015 – 2017)* was formally launched in February 2015 through several communication activities. The Chief Executive Officer presented and distributed the plan to the Deputy Minister Council. A personal copy of the plan was distributed to each PSC employee at the annual staff day. The document was also posted to the PSC website because the *Business and Human Resource Plan (2015-2017)* is the Corporate HR Plan and must be available to all civil service employees.

The plan was developed through extensive consultation with PSC clients throughout the public service, as well as with PSC employees. Research into HR best practices and effective strategies from Canadian public sector jurisdictions were used to construct the plan framework. The goals and strategies reflect the work to be done to maximize civil service employees' performance and engagement in the delivery of government's programs and services. Qualitative and quantitative indicators are used to monitor progress and identify emerging trends or issues that may require action by the PSC.

This year the Corporate HR Planning Consultant met with each division to discuss the plan and to make necessary updates. The CEO and the leadership team continued in their commitment to the implementation of the plan. The directors and managers monitored and reported results at divisional meetings, the bi-monthly management meetings and weekly senior management meetings.

Model of the PSC Plan:

Goals
Strategies
Public Service Results
Results for Islanders
Improved capacity of the provincial Civil service (Knowledgeable, skilled and engaged employees)
Improved employee and leadership development
Improved employee and workplace health, safety and well being
Improved human resources legislation, policies, processes and practices
Succession Management Recruit and Retain
Talent Management Train, Develop, Engage
Engage Employees
Service and Leadership Excellence
Improved Outcomes for the PEI Public and Increased Client Satisfaction

2.2 The PSC Goals and Indicators for 2015-2016

This is the first full fiscal year for annual reporting because the *PSC Business and Human Resource Plan (2015-2017)* was formally in effect for only three months of the 2014-2015 fiscal year.

Key progress indicators are used to demonstrate the investment and effort expended by an organization to achieve measurable desired results in the goal areas. For the PSC plan, quantitative indicators were selected from across the indicator spectrum. Indicators were also selected based on the ability of the PSC to collect and report reliable and valid information by making a reasonable investment in data collection processes. The types of indicators presented in the tables and associated examples are as follows:

- *Input* indicators report on the resources placed into a program and/or service (e.g. number of employees);
- *Activity* indicators report on services that a program offers and/or delivers (e.g. staffing competitions);
- *Output* indicators report on the products and efficiency of a program and/or service (e.g. number of staffing competitions, classification review process turn-around time); and
- *Outcome* indicators report on the impact, or effectiveness, of a program and/or service on desired results in the stated goal areas of capacity, leadership, health and wellness, and process quality.

Regardless of the type of indicator, it is important to consider the indicator value within the work context. For example, the volume of work and the resources available to do the work will have an impact on turnaround time for both staffing and classification progress indicators.

The appendices of this report provide operational information for PSC functions.

Another important factor is the nature of the goal being considered for results. The PSC goals may be affected by many different variables, some of which are beyond the control of the PSC. Furthermore, changes in some result areas, as demonstrated by the indicators, may only be observed over an extended period of time.

Tables 1 to 4, on the following pages, present the indicator results for each of the PSC goals, from the baseline fiscal year of 2013-2014 to the current fiscal year 2015-2016.

Appendix 5.1 presents detailed information on the *PSC Business and Human Resource Plan (2015-2017)* Indicators Definitions and Data Source information. There are generally three sources for indicator data:

- the Human Resource Management and Payroll System;
- the Civil Service Employee Survey; and
- the PSC Client Satisfaction Survey.

Section 3 of this annual report provides the Divisional Reports that describe the activities that contributed to progress between the baseline year of 2013-2014 and this reporting year.

Table 1: Goal - Improved Capacity of the Provincial Civil Service (Knowledgeable, skilled and engaged employees)

Progress Indicators		2013-2014	2014-2015	2015-2016
1. Percentage of employee survey respondents who self-identify with the four designated diversity groups*	Aboriginal	2.2 %	====	2.4%
	Person with a Disability	3.4 %	====	2.6%
	Member of a Visible Minority	1.6 %	====	2.4%
	Non-traditional Occupation for Gender	6.1 %	====	6.3%
2. Percentage of employees that identify as being bilingual		7.79 %	8.1 %	10.1%
3. Number and percentage of bilingual positions in the Civil Service		75 (3.3 %)	77 (3.4 %)	73 (2.6%)
4. Percentage of employees who access bilingual training and development opportunities		6.6 %	7.6 %	6.0%
5. Percentage of external hires		14.3 %	19.8 %	17.2%
6. Percentage of permanent employees under the age of 35 years		10.9 %	11 %	10.1%
7. Percentage of employees who agree they have opportunities for career growth*		45.9 %	====	47%
8. Percentage of new permanent employees that stay over five years or over two years with the Civil Service		78.9 % (5 years) 93.5 % (2 years)	81.3 % (5 years) 94.8 % (2 years)	82.5% 95.8%
9. Percentage of appointments to senior management positions (director level and higher) from within the Civil Service		7.7 %	4 %	4%
10. Percentage of employees who report that they have completed a Performance Management Plan within the past two fiscal years		31 %	38 %	30%
11. Overall employee engagement index for the Civil Service*		71	====	72.2

* The data source for these indicators is the Employee Survey. The last survey was conducted in November 2015. The next survey is planned for the fall of 2017.

Table 2: Goal - Improved employee and leadership development

Progress Indicators	2013-2014	2014-2015	2015-2016
1. Percentage of employees who have discussed a learning plan with their immediate supervisor *	46.5 %	====	53.4%
2. Number of employees who have completed Leadership/Manager learning opportunities that are provided through the PSC	68	41	69
3. Percentage of employees who agree their manager provides regular feedback on their performance *	62 %	====	63.7%
4. Number of registrations for PSC funded learning opportunities for all learning areas (e.g. French language training, labour relations training, cultural diversity training, etc.)**	2,463	2,802	3,382
5. Number and percentage of applications approved for funding from Employee Training and Development Funds **	723 (84%)	576 (78 %)	667 (80%)

* The data source for these indicators is the Employee Survey. The last survey was conducted in November 2015. The next survey is planned for the fall of 2017.
** These numbers have been revised from previous annual reports to reflect a new definition of the indicator.

Table 3: Goal - Improved employee and workplace health, safety and well-being

Progress Indicators		2013-2014	2014-2015	2015-2016
1. Percentage of employees who agree that they have support at work to balance work and personal life.*		81 %	====	81.4
2. Average Leave utilization rates (days)				
a. Sick Leave – Unpaid		0.10	0.11	0.16
b. Sick Leave – Paid (including Medical Appointments)		9.07	8.71	9.77
Special Leave	c. Serious Illness in Family (Art. 24.14b)	0.06	0.06	0.08
	d. Illness in Family (Doctor's Statement)	0.01	0.02	0.01
	e. Illness in Family (Art. 24.13 (a)(1))	1.13	1.04	1.09
	f. Travel Family Medical (Art. 24.13(a)(2))	0.36	0.39	0.42
3. Usage of the Employee Assistance Program		2,284	2,099	2,130
4. Number of Days Lost to Workers Compensation Board Claims		7,304	7,995	5,718
5. Number of Workers Compensation Board Claims		177	195	192

* The data source for this indicator is the Employee Survey. The last survey was conducted in November 201. The next survey is planned for the fall of 2017.

Table 4: Goal - Improved human resource legislation, policies, processes and practices

Progress Indicators		2013-2014	2014-2015	2015-2016
1. Average time to hire (days)	a. Civil	85	69	50
	b. Health PEI	57	39	23
2. Average classification file turnaround time (working days)	a. Vacant Positions	21	32	44
	b. Encumbered Positions	170	141	234
3. Total number of pay cheques produced		12,924	12,345	11,754
4. Total number and percentage of "off cycles" produced (pays outside of normal pay schedule)		54 (0.42 %)	35 (0.28 %)	47(0.40%)
5. Total number of overpayments for total cheques produced		49	48	75
6. Average level of client satisfaction with PSC services ***		**	**	**

** Data source for this indicator is the PSC Client Satisfaction Survey which was conducted in 2010 and 2013. In order to improve the ability to monitor trends between surveys, a new survey is planned for spring 2016.

Three hundred electronic survey invitations were issued to deputy ministers, directors and managers in the 2013 survey. There was a seven point Likert scale to measure level of satisfaction with each of the PSC services, across the five attributes of client service - timeliness, professionalism, knowledge, consistency, and outcome.

Results showed an 85% or higher level of satisfaction on one or more of the attributes for the Staffing, Employee Assistance Program, Departmental HR Management, and Corporate HRMS/Payroll sections. Lower levels of satisfaction (between 48% and 67%) were reported with the Classification, Diversity Management and French Language Training programs for timeliness, consistency and outcome.

2.3 Overview of the 2015-2016 Results

The positive impacts of the 2012-2013 corporate re-organization, whereby human resource programs and services were delivered through a PSC centralized model, continued to be evident in some of the 2015-2016 indicators. This was the second complete fiscal year under the centralized model. Anecdotal feedback from both client departments and human resource professionals indicated that the small number of change issues, identified during the first year of centralized human resource services, were successfully resolved by collaborative work among the PSC divisions and with client departments.

The recognition of the importance of human resource planning, learning and development resulted in:

- a continual increase of employee registrations for PSC sponsored learning opportunities such as, "Sessions about Working in Government", labour relations training, diversity and French language training. Over the past three fiscal years, the number increased from 2,463 to 3,382 registrations. (Table 2 and detailed numbers presented for each learning category in Appendix 5.4.3)
- Funding for employee initiated learning has remained constant through the employee development funds. (Table 2 and detailed numbers for each fund in Appendix 5.4.4)

The intentional corporate approaches to improving employee and workplace health, safety and well-being, such as monitoring Workers Compensation Board claims, accommodations when needed, and wellness education opportunities contributed to:

- a considerable decrease in the number of days lost to Workers Compensation Board claims to 2,277 (Table 3);
- a relatively static number of Workers Compensation Board Claims over the past three fiscal years (Table 3)
- the percentage of employees who agree that they have support at work to balance work with personal life being 84% (Table 3)

Several indicators point to challenges such as:

- The number of employees who reported having a performance management conversation decreased by 10% from last fiscal year (38%), and below the baseline year 31%). Understanding of this downward trend is required in order to take action to ensure that performance management is occurring on an ongoing basis (Table 1);
- The percentage of permanent employees under the age of 35 years continued to decline from the baseline year, declining to 9% of total permanent employees (Table 1). Ongoing recruitment of youth is critical to ensure a pool of talented employees, particularly for succession planning purposes.
- The number of designated bilingual positions has remained static since the base line year of 2013-2014. (Table 1)

These challenges may be addressed through the ongoing implementation of strategic actions that are identified in the PSC Business and Human Resource Plan (2015-2017).

3.0 Divisional Reports

Office of the Chief Executive Officer

The CEO's office is responsible for several annual interactive events. These events recognize the value of employees and importance of their work. Wellness and life/ work balance with family and community are also themes for these programs.

The Annual Public Service Week events are provided through this office. The Executive Assistant leads a working group with departmental representatives to plan activities that include service recognition awards, health and wellness information sessions, entertaining contests such as best pet picture, and the closing BBQ fundraiser for all civil service employees across the province.

On the left: Master of Ceremonies, Isabelle Dasylva Gill

On the right: Premier Wade MacLauchan and PSC Chief Executive Officer Andrew Thompson presenting the Innovation Award to Judy Turpin with Legal and Court Services)

Another corporate activity is the "Take Your Kids to Work Day" when civil service employees invite their grade nine students to spend the morning at their work places. In the afternoon, the PSC offers a guided tour that usually includes a visit with the Premier in the Cabinet Room, and a tour of the Legislative Assembly hosted by the Assistant Clerk of the Legislature. The day comes to a close with a visit to one of the civil service departments sites that may be of interest to grade nine students (eg. the court house, multi-media studio, environmental presentation).

This year the CEO's office also initiated two special projects.

Civil Service Values

The PSC Board provides an important advisory role for the PEI Public Service Commission and its Chief Executive Officer regarding strategic human resource policy direction for the provincial civil service. When examining the link between the Commission's purpose and activities, there was a discussion among the Board and CEO regarding commonly understood public expectations for the conduct of employees within the provincial civil service and how employees understand, embody and meet these expectations.

There are currently a number of policies, statutes and internal documents related to what is considered proper and professional employee conduct within the provincial civil service. That said, the Board noted an opportunity to identify a set of guiding public service principles/values in a more succinct and definitive manner by developing an overarching declaration. The CEO led the project and encouraged contribution from civil service employees and active participation by departmental senior leadership teams in the articulation of public service values in the civil service.

The CEO conducted research and jurisdictional scans. Expert facilitators worked with human resource managers to conduct focus groups. Focus group information and comments from the 2015 Employee Survey were analyzed to confirm that respect, integrity, accountability and excellence are the core values that guide how PEI civil service employees work with our clients and with each other.

Civil Service Values

Respect – The attitude of acceptance and inclusion.

As an employee of the Prince Edward Island Civil Service I respect the citizens of my province and my Civil Service colleagues. I show respect for others in how I do my work every day by being considerate and inclusive.

Integrity - The quality of being non-partisan, honest, open and fair.

As an employee of the Prince Edward Island Civil Service I am committed to doing my work in a non- partisan, honest, open and fair way.

Accountability - The practice of being responsible, transparent, and willing to accept responsibility or to account for one's actions.

As an employee of the Prince Edward Island Civil Service, I am responsible for my decisions and the quality of my work every day. I am able and willing to explain my work decisions, behavior and performance.

Excellence - The desire to provide high levels of accuracy, proficiency and knowledge in performing our work and in delivering services to the public.

As an employee of the Prince Edward Island Civil Service I am committed to using my knowledge and experience to provide high quality service and products to the citizens of our province as well as my colleagues within the public service.

A communications strategy was developed to emphasize the importance of the values and to demonstrate how they are lived by civil service employees every day. These four values will be formally integrated into human resource administration and management processes such as hiring interviews, recruitment strategies and learning sessions.

Leadership Competencies

Research indicates that the clear articulation of leadership competencies within an organization has positive results across the spectrum of human resource management activities such as recruitment, orientation, performance management, learning and development, retention, career development, and succession planning. A common understanding of leadership competencies will facilitate departmental and system wide HR planning, as well as individual career planning.

In light of the benefit of an integrated leadership competency framework, the CEO began a project to clearly articulate the competencies that are needed to be a successful leader within the PEI civil service. Research was conducted to determine best practices in public service organizations and the competency frameworks being used by other jurisdictions. An external human resource professional consultant was hired to work with the PSC to develop a customized framework for the PEI civil service.

Consultations were held with the Deputy Ministers Ad hoc Human Resources Sub-Committee, the human resource managers' community, as well as an advisory group of managers and directors. Over the next two to three fiscal years, it is planned to develop and fully integrate a customized competency framework for the provincial civil service human resource management processes and practices.

Delma Good, Executive Assistant with Andrew Thompson, Chief Executive Officer, Public Service Commission

3.1 Staffing, Classification and Organization Development Division

3.1.1 Staffing and Recruitment

This section provides staffing services to the various government departments and Health PEI in accordance with hiring practices outlined in legislation, various collective agreements, and policy. Staff are located in various centers across the province including Access PEI sites in Summerside and Souris, both the Prince County and Queen Elizabeth Hospitals and the central office at the first floor Shaw Building in Charlottetown.

Staffing consultants assist employers in the selection of qualified employees using a process of candidate screening, testing (if required), interviewing, referencing and appointment to a position. They are also available to provide career advice and post- interview feedback to employees.

The selection process is based on the following set of guiding principles:

- decisions are to be made on the basis of the merit principle of qualifications, relative ability, knowledge and skills;
- objectivity, fairness and consistency guide selection activity; and
- confidentiality must be maintained by all staff involved.

This fiscal year saw a continued high volume of staffing activities. Staffing competitions for Health PEI accounted for 91% of the postings, an increase of 3% over the previous fiscal year. Appendix 5.4.1 presents the Staffing Statistics for the year.

During the PSC Business Plan update and review, several opportunities were identified to increase process efficiencies and enable additional cross training for both administrative and staffing professionals. The process changes, such as reference check practices, were piloted to ensure continued client satisfaction and continuity of services during unexpected staff absences or other potent disruptions. The new practices were gradually implemented throughout the 2015 - 2016 fiscal year.

3.1.2 Classification

The Classification Section is responsible for the development, maintenance and administration of the job evaluation process, and the classification plan which establishes the framework for pay plans. The section also provides advice on organizational design and compensation.

The purpose of a job classification is to determine the relative worth of jobs, based on the described duties and responsibilities of one position compared to the next position within our organization. The classification tool which is used is the Willis Position Evaluation System, which was adopted by the PSC through a joint committee of union and management representatives in 1996. This process is fundamental to the employer's commitment to compensate employees fairly and equitably for the work they do.

The Classification Section provides services to all departments of government in accordance with the *Civil Service Act*. Classification services are also provided to Health PEI, school boards, and other crown corporations and agencies, including the PEI Liquor Control Commission, Island Regulatory and Appeals Commission, and the Island Waste Management Corporation.

There was a 17% decrease from the previous year in the number of review requests that were submitted (321 requests submitted in 2015-2016 as compared to 382 requests during the previous year). There were 390 reviews completed by the Classification Section during the year (a 4% decrease from the previous year). Approximately 44% of this activity was for the Health Sector which represents a slight increase from the previous year. Of the 390 reviews completed, 24 of the positions were downgraded, of which five (5) were encumbered.

The Section also witnessed a 12% decrease in the number of vacant positions that were reviewed; there were 222 vacant positions reviewed in 2015-2016, compared to 250 positions in the previous year. The average turnaround time for the completion of the reviews was 107 working days which represented an increase from the previous year. Approximately 56% of the reviews were completed in 45 working days or less.

The Classification Section initiated a process of obtaining updated Position Questionnaires (PQs) from departments, especially for positions that had not been reviewed within the past five years or more. There were 58 PQs for both vacant and encumbered positions that were submitted as an update with the understanding that the classification level would not change significantly. This was consistent with the previous year. These reviews were not as complex and, therefore were able to be completed in an expeditious manner, which had an impact on the Section's overall average turnaround time.

3.1.3 HR Planning

As mentioned in Part 2, the *PSC Business and Human Resource Plan (2015-2017)* was launched in February 2015. This year was the first complete fiscal year when the plan was used to guide work within the PSC. During the late summer and fall, the Corporate HR Planning Consultant facilitated discussions with each division to monitor progress against the plan and to refresh the plan as required by the current PSC and civil service work environments. These discussions identified priorities for the work activities within each division.

Throughout the summer and fall of 2015, the importance of ongoing HR planning in public service organizations was reinforced by the PSC. The HR Planning Process Check List and other HR planning tools, which were first made available to departments in 2010, were updated and introduced to the HR Management Team by the Corporate HR Planning Consultant.

The PSC's Corporate HRMS staff generated consistent demographic (employee age, years of service) and position status reports. Lastly, a Departmental Workforce Profile template was designed to present summative information for discussion at departmental senior leadership meetings. The template provided space for the documentation of activities required to ensure ongoing operations through the recruitment, development, and retention of employees for the evolving public service.

This consistent approach to HR Planning will assist the Deputy Minister Council in monitoring the capacity of the public service and to take the actions required to ensure the ongoing development of a modern public service.

Learning and Development

Momentum continued to build in the implementation of the Learning and Development Framework (2013).

Clients, partners and stakeholders of the PEI Civil Service deserve high quality service from all our employees. To meet this need, the civil service provides opportunities for professional development. Ongoing improvement of leadership, management and employee skill sets is critical for developing a quality work environment and effective civil service.

Learning and development is becoming increasingly important due to the aging civil service and the expected retirement of senior leaders within the next few years. Also, the changing nature of public service due to diverse and complex client needs, social media and technology require ongoing learning and development to be a priority in the public service.

Appendix 5.4.3 presents the learning and development opportunities that were offered since 2013-2014. There were 27 subject areas which were offered by 36 internal subject matter experts. The number of internal subject matter experts decreased by 10 from the previous year, largely due to work load demands, or changes in operational responsibilities. A total of 64 sessions were offered, one less than in 2014-2015. The number of registrations processed increased by 55% to 1,365 from 755 in the previous year.

To prepare for the expected large number of retirements, cohort programs, with 20 to 24 participants, were offered for both "Aspiring Managers and Supervisors" and "New Managers and Supervisors". A new program was also developed to motivate and support experienced, mid-career managers and supervisors. This Engaging Manager/Supervisor program strongly emphasized leadership skills for those managers who may assume senior leadership positions in the future. Participants in these programs represented all departments in the civil service and were selected by their departmental senior leadership teams, including the assigned human resource manager from the PSC.

Administration of the Employee Training and Development Funds

The Excluded and Unionized Employee Training and Development Funds continued to be a popular source for employees to access learning opportunities. These funds consist of $300,000 for the unionized employees' fund and $100,000 for the excluded employees' fund. Funding is available to individuals and employee groups. The funds are meant to foster career development and ultimately to improve service delivery to Islanders. Each fund has a representative approval committee in place with administrative support from the PSC.

Appendix 5.4.4 presents the application activity for both funds. Compared to the last fiscal year, there was a 15% increase in applications to the Union Training and Development Fund while there was a 7% increase in the Excluded Training and Development Fund.

Participants of the Aspiring Managers and Supervisors Program

Participants of the New Managers and Supervisors Program

Jennifer Bulger, Bilingual Administration Support, Administrator, Employee Training and Development Funds

One employee sent an email of thanks to the PSC saying, "I graduated with my bachelor degree from UPEI this year. I would not have been able to do this without the support of the Training and Development Fund. Thank you"

Employee Engagement

The previous survey that was completed with the PEI civil service was in November 2012. Since that time, departments and the PSC have been addressing the following critical areas of:

- improving communication within departments and across the civil service;
- increasing regular and meaningful feedback to employees; and
- helping employees to access relevant learning and development opportunities.

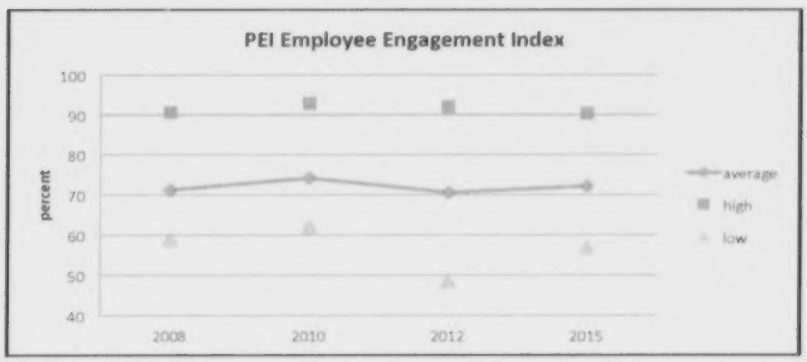
Measuring Employee Engagement

In November 2015, the PSC led the fourth Employee Survey for civil service employees. Previous surveys occurred in 2008, 2010 and 2012. Support was provided by Information Technology Systems and Services to administer the system online. An economist with the Division of Federal and Fiscal Relations analyzed the results and provided interpretation support to the Corporate HR Planning Consultant and human resource managers.

The Province's employee engagement survey results contributed to the Employee Engagement Inter-jurisdictional initiative. As part of this initiative, Canadian jurisdictions, including the federal government, use 20 core questions in their survey, in addition to questions which are specific to the jurisdiction being surveyed. Fourteen of these questions are considered to be drivers of employee engagement, while six questions are considered outcomes of employee engagement. The following six outcome survey questions are used to compose the employee engagement index.

- I am satisfied with my ministry/department.
- Overall, I am satisfied in my work as a(n) "Department Name" employee.
- I am proud to tell people I work for the "Department Name".
- I would prefer to stay with the "Department Name", even if I were offered a similar job elsewhere.
- I am inspired to give my very best.
- I would recommend "Department Name" as a great place to work.

Prince Edward Island's engagement index is calculated in a similar manner as the national engagement index. With the national initiative, an average of jurisdictions' indexes is used; while provincially an average of departments'indexes is used. This allows each department to have equal weight in calculating the average, irrespective of the number of employees. Efforts to improve employee engagement stem largely from departmental initiatives, while the success of corporate initiatives is dependent on departmental implementation. By assigning each department equal weight, the successes, challenges and best practices of each are more evident.



In 2015, the PEI public service employee engagement score was 72.2 %, an improvement of 1.6 percentage points from 2012, though still lower than the high reported in 2010 of 74.2%. There has also been a narrowing between the highest score reported by department and the lowest score reported between 2012 and 2015, though the spread between them is still larger than seen in both the 2008 and 2010 survey.

Prince Edward Island uses a series of 39 questions for its employee survey, in addition to a series of demographic and diversity questions. Of the 39 survey questions, 30 have shown improvement from the 2012 survey, while 9 have decreased.

In general, the results confirmed that the civil service has a strong foundation for the delivery of government's programs and services. Employees reported having positive working relationships with co-workers, having a good fit with their work, skills and interests, and knowing what is expected at work. Results also indicated that there are challenges in terms of essential information flowing effectively from leadership to staff, ongoing performance management discussions and career growth opportunities.

The detailed results were presented to the Deputy Minister Council early in 2016. The deputy ministers are committed and responsible for responding to results with strategies that are appropriate for their departmental operational and cultural work environment.

In addition, the PSC will develop corporate strategies in collaboration with departments to respond to the following priority areas:

- Identification of career growth opportunities within the government of PEI
- Discussions with employees concerning performance, learning and development needs, as well as career aspirations on an ongoing basis
- Recognition of the importance and value of employee innovation in the work place
- Communication from senior leadership on essential information that affects work to all employees on an ongoing basis.

Information sharing on departmental and corporate strategies to respond to the 2015 Employee Survey results will be discussed at the monthly HR Managers' Meeting.

Inter-jurisdictional Working Groups

In 2008 Prince Edward Island joined the Employee Engagement Inter-jurisdictional Team (EEIT formed in 2005). Since that time, the province has actively participated in the work of that committee, which includes collecting employee engagement survey data based on a common model which depicts the factors that drive the outcome of employee engagement.

Also in 2008, Prince Edward Island continued to participate on two inter-jurisdictional groups that focused on recruitment and development. These groups conducted research on current public service processes to identify best practices for recruitment, retention and development. Senior leadership competencies development was a critical area of interest for the CEO's for several years.

The Inter-jurisdictional Metrics and Measures Working Group was established upon the CEO's direction. Since the fall of 2011, the working group has been able to report on 25 common HR measures/ metrics that were used to identify trends. This year the working group collaborated with the Employee Engagement Inter-jurisdictional Team (EEIT) to determine how the metrics and measures may be used to increase the understanding of employee engagement in jurisdictions.

In May 2015, the three inter-jurisdictional teams were hosted by the Government of Manitoba in Winnipeg. Agenda items included career growth, civil service work force demographics, and indicators (e.g. retention rate). As a result of the meeting, a joint report prepared by the committee chairs was presented to the CEOs at their fall meeting in September 2015.

After the CEOs' review of the working groups' findings and suggestions, the CEOs recommended that the working groups be re-organized to be able to better identify how the metrics and measures may be used to increase the understanding of employee engagement in jurisdictions. The Inter-jurisdictional Metric and Measures Working Group was merged with the Employee Engagement Inter-jurisdictional Team to form the Inter-jurisdictional Engagement Analytics Team (IEAT). Nova Scotia assumed the chair of the new IEAT working group.

Similarly, the Recruitment and Development Working Group (RDWG) was formed by the merger of the two groups to consider development and recruitment strategies to improve public sector leadership with the objective of increased employee engagement. Manitoba assumed the leadership role for the RDWG.

The Corporate HR Planning Consultant continued to actively participate on these committees. Throughout 2015-2016, the newly amalgamated working groups did considerable information sharing to explore the relationship(s) between leadership, demographics and employee engagement. The report that was submitted to the CEO's for the 2016 meeting recommended reviewing the employee engagement survey model to ensure that it is measuring employee engagement and reflects current public service practices. Also, it was recommended that work continue in identifying best practices for leadership development, as a critical success factor for employee engagement.

3.1.4 Diversity Management

Current population statistics demonstrate that the Island population is becoming increasingly diverse. The PSC plays a leading role by developing and implementing initiatives with the objective of building a public service that values diversity and inclusiveness.

As outlined in the Workforce Diversity Policy, it is the responsibility of the PSC to foster the development of a public service workforce that is representative of the population we serve. This year the Diversity Policy review continued with consultations that included both civil service and community representatives.

The Diversity Advisory Committee, an internal advocacy group responsible for the oversight of the government-wide diversity strategy, met regularly throughout the year. The Committee discussed issues associated with departmental diversity plans and explored strategies to determine the most effective ways to address departmental accountability for diversity, as well as how to monitor and report results. In addition, the PSC has been actively involved in the area of diversity planning by meeting with human resource managers and front line managers from across the civil service to assist with departmental diversity planning.

The PSC Diversity Consultant continued to participate on various community advisory boards, steering committees, and inter-departmental working groups. Examples of these groups include the Office of Immigration, Settlement and Population, the Inter-Ministerial Disability Policy Forum, and the Health PEI Leadership Forum and the Health Sector Councils.

Diversity candidates registered with the Diversity Talent Pool through the Diversity Consultant. Candidates were referred to departments for various casual work opportunities to gain work experience in the province. The Consultant provided newcomers advice on their job search, facilitated information sessions, and provided counseling services.

The Aboriginal Post Secondary Mentoring Program was implemented in the 2015-2016 fiscal year, which enabled placement opportunities to be created for Aboriginal post secondary students.

Diversity and cultural awareness training sessions were delivered across the civil service.

Appendix 5.4.5 presents the Diversity and Cultural Awareness Training Statistics since 2009.

Diversity Promotional Activities

There were numerous activities to promote the value of diversity in the workplace.

The Annual Premier's Diversity Leadership Award was presented to mark the start of Public Service Week. This award is presented each year to employees and managers within the Prince Edward Island Public Service who demonstrate leadership in promoting diversity and inclusiveness in the public sector.

The 2015-2016 Public Service Week included performances that demonstrated the increasing multi-cultural influences in the province.

Thilak Tennekone, PSC Diversity Consultant with Rosemary Fleming, Colonel Grey High School and Maureen MacEwen with the Department of Family and Human Services receiving the Premier's Diversity Award from Premier Wade MacLauchlan

The PSC also launched the annual Diversity calendar "Celebrating Diversity in Our Province" to recognize the diversity throughout the province and in the civil service workforce. The calendar was distributed to all employees.

3.1.5 Employee Assistance Program

The Employee Assistance Program (EAP) was established in the early 1990's and has been embraced by employees, unions, managers and department leaders for its services to the Civil, Health and Education Sectors.

The mandate of the EAP is to assist employees and immediate family members in dealing with personal or work-related issues which affect their work life. The program also supports managers and directors in addressing personal and work related issues at an early stage to increase the likelihood of an early and satisfactory resolution that meets both the individual's and employer's needs.

The program continues to function under the direction of the EAP Advisory Committee with representation from both management and unions. The committee's role is to promote EAP in the workplace, assess program effectiveness and provide suggestions with the objective of continually improving program delivery. Committee members are strong in their belief and commitment toward EAP enhancement.

In response to increased levels of need, demand and economic efficiency, permanent EAP offices are located in Charlottetown and Summerside along with satellite offices in Montague and O'Leary. These offices ensure accessible EAP services across the province.

During this fiscal year, EAP opened 561 new counseling files, closed 371 files, and provided ongoing services to numerous open files, resulting in a total of 2,131 in-person contacts. Appendix 5.4.6 presents the EAP Usage Report.

The most common presenting problems were family/children issues, followed by anxiety, marital/ relationship issues causing personal and emotional difficulties, grief, job/career concerns and medical/ depression. Employees and family members access EAP through self- referral. These referrals were 63% of all referrals. Family/friend, co-worker and physician/health referrals remain high, being 37% of referrals. Females represented 78% of clients while 22% were male.

Group work requests increased in numbers this year to 38 sessions with 3287 participants in attendance. The primary focus of sessions were EAP orientations, critical incident stress debriefs, grief/loss, mindfulness, and promotional booth activity at various events. During the same period, other workshops were delivered for the "Sessions about Working in Government". These sessions included Supervisor Assisted Referral, Stress Management, and collaboration in Family Violence Prevention Training.

EAP celebrated its 25th Anniversary on November 6th, 2015 by hosting an "Open House". The Honourable Allen Roach welcomed public service employees in attendance. He recognized past and present staff for their contribution, dedication and commitment to the EAP which is a union and employer program offering support to employees and families of the public service.

The EAP Advisory Committee continues to work collaboratively with unions and management to enhance the program and to increase employee awareness of the program.

The launch of a new EAP logo will change the face of EAP to update and align promotional materials and EAP presentations. EAP continues to contribute articles on personal well being to the "Public Service Matters" newsletter.

EAP promotes and advocates the well established foundational principles of respect, integrity, confidentiality and accessibility in a collaborative approach with union and management representatives.

3.1.6 French Language Services

The province has been offering French language training through Collège Acadie Î.-P.-É. since 2008. For the eighth consecutive year, Collège Acadie Î.- P.-É. delivered part-time French courses to both civil service and health sector employees. Various skill levels, from beginner to advanced, were offered over three sessions in Charlottetown and Summerside. There were 151 participants, a small increase in attendance from the 144 employees during the previous year. The average time commitment per course is 33 hours over 11 weeks, with employees attending in the evening or over the lunch hour, on personal time.

French Language Services continued its offering of Pour l'amour du français – a blended learning program of online self study with a telephone tutor once a week. It is intended to continue to offer this program to more advanced students with the objective of increasing government's French speaking capacity.

Other language support for bilingual employees included the continuation of a virtual network via a monthly newsletter about cultural activities taking place in the French community, tips for using French in the workplace, and updates on legislation or policy. Informal lunches where participants spoke French were organized by French Language Services and promoted over the network. Over 200 employees subscribe to the Bilingual Employee Network.

French Language Services provides voluntary, individual assessment of French language oral proficiency skills for government employees. Evaluation of French proficiency skills is mandatory for candidates being considered for bilingual designated positions. During 2015-2016, twenty-seven (27) oral proficiency interviews were completed, which was a slight increase from 24 over the previous year. French Language Training maintains a database on language assessments.

French Language Services produces quarterly reports on designated bilingual positions and employees who have bilingual capacity. As of March 31, 2016, there were 73 bilingual designated positions (2.6% of all civil service positions), a slight decrease from the previous year. There were 120 employees, who were evaluated at the intermediate plus level or higher, working in unilingual positions. This is an increase of 10 from the previous year when there were 110 employees evaluated at these levels.

A program to fund French Language Training Program (FLTP) participation for "other government institutions" that are subject to the FLSA was developed under the French Language Services Agreement. This funding will cover 50 % of the cost for staff taking part in the FLTP, with the other 50 % coming from their employer. This model will be launched for the Spring 2016 session and will increase accessibility to the French Language Training Program.

The HR policy on designation and de-designation processes for bilingual positions was adopted by the PSC in October 2015.

3.2 Human Resource Management and Labour Relations

The purpose of this division is to provide senior level direction, leadership, coordination and advice in the areas of human resource (HR) management services, labour relations (LR), and occupational health and safety (OHS) to all government departments. It is responsible for building harmonious and mutually beneficial working relationships that promote the well being and productivity of all employees. This is achieved through the advice, support and assistance that HR managers provide within their service areas. The division provides leadership in overall labour relations matters and collective bargaining processes, while also ensuring that an OHS Program is in place and that legislation is adhered to in all government departments.

3.2.1 HR Management

HR management services including HR managers, HR officers, HR assistants, and payroll personnel that are centralized within the PSC, with assigned client department portfolios. The staff of this section provide human resource management and payroll services to government departments in the civil service in accordance with legislation, various collective agreements, and policies. During this fiscal year, the PSC continued to build on the opportunities from the centralized service delivery model.

The team contributed significantly by implementing corporate HR initiatives within the departments across government. Some of these corporate initiatives included:

- Supporting the facilitated discussions within departmental leadership teams for the Public Service Values project
- Supporting and promoting anti-bullying workplace initiatives
- Promoting learning for individual employees and planning departmental customized learning opportunities
- Leading departmental activities to encourage participation in the engagement survey
- Communicating departmental results to senior leadership teams and employees
- Facilitating discussions to articulate strategies to respond to departmental and divisional results
- Supporting human resource planning activities within departments
- Promoting the completion of performance management and learning plans on a regular basis
- Promoting and supporting healthy work place initiatives

3.2.2 Labour Relations

Labour Relations provides a variety of services on HR issues. These services include:

- representing the Public Service Commission in collective bargaining within the public sector;
- providing assistance on the administration and interpretation of the collective agreement between the Government and the Union of Public Sector Employees;
- developing and implementing, with the assistance of government departments, policies and programs consistent with organizational needs;
- providing labour relations advice and education;
- providing human resource manager services to PSC employees, including the planning of staff events such as the annual PSC staff appreciation day; and
- administering the cross-sectoral labour relations contracts with the external service providers.

The Labour Relations Consultant (LRC) makes it a priority to have open and ongoing dialogue with union and departmental representatives on issues and policies that affect labour relations . These positive relationships have been effective in resolving situations as early as possible and to prevent the need to go to arbitration. These positive relationships also contribute to the development of human resource policies and guidelines that meet the needs of both the employer and employee. During this fiscal year, the collective bargaining processes were underway for both the Health and Education sectors agreements.

The Public Service Commission Staff on Staff Appreciation Day

3.2.3 Occupational Health and Safety

The Occupational Health and Safety (OHS) Section continues to provide a variety of services to all government departments and works collaboratively with them to maintain a safe workplace. This is demonstrated in the OHS highlights described below, and also in Appendix 5.4.7, which presents the OH&S activities provided to departments during this fiscal year.

There were seven hundred and thirty (730) employees who attended training sessions on a variety of topics including: Occupational Health & Safety Committees and Representatives, Workplace Hazardous Materials Information System (WHMIS), Workplace Inspections, Accident Investigations, General Safety Awareness, Safety for Young Workers, Back Care, Hearing Education, Ergonomics, Traffic Control, Confined Space Awareness, as well as customized training sessions. It is worth noting that the numbers are significantly higher than last year due to orientation training that was requested by the Transportation, Infrastructure and Energy and Economic Development and Tourism (Parks).

Research was conducted on many topics such as: family violence in the workplace, Automated External Defibrillators (AED), psychological health and safety in the workplace, sitting/standing desks, confined space issues, working alone, asbestos guidelines and development of location tracking system.

Staff participated on several corporate committees, including: the review of the Family Violence in Workplace Policy & Guidelines, Duty to Accommodate reporting, Employee Innovations, and AEDs in the workplace.

There were 5,718.5 days lost to Workers' Compensation Board (WCB) Claims, compared to 7995.5 days the previous year. There were 15 open WCB claims at the end of the fiscal year, compared to 27 open claims in the previous year.

This year, 30 employees applied for Long Term Disability; 22 employees were approved, and eight were denied.

Ergonomic assessments were completed on 123 work stations, with recommendations for improvements, compared to 116 in the previous year.

The following statistics are for other OHS activities completed in this fiscal year:

There were 19 Indoor Air Quality (IAQ) Assessments/Tests performed. This is a significant increase from three in the previous year.

Inspections were done in 28 workplace inspections which was similar to the previous year's total of 27 inspections.

The number of hearing tests increased to 165, as compared to the previous year's number of 145.

The number for noise level testing also increased from four tests performed last year to nine this year, which was largely due to a review on updated equipment.

3.3 Administration, Corporate Human Resource Management System (HRMS) and Payroll Division

Administration, Corporate HRMS and Payroll provides a variety of services not only to the civil service, education and health sectors, but also to the internal staff of the PSC. Services include:

- management of the payroll for the civil service, Health PEI, and School Boards;
- management of the HRMS for the civil service, education and health sectors;
- provision of advice and assistance on HR technology initiatives;
- provision of advice on the financial administration of the collective agreement between government and the Union of Public Service Employees; and
- provision of administrative services for the PSC.

3.3.1 Administration

The Administration Section continues to support the various divisions of the PSC and departments to find technical solutions which will assist in the improvement of HR processes. The PSC partners with the Information Technology Shared Services (ITSS) branch of the Department of Finance in the delivery of an employee self-service system; which provides employees with online viewing of their personal pay and leave information. There are also a number of management reports on the portal to assist managers and supervisors in the management of their employees.

The Section provides leadership and guidance to PSC initiatives and activities, including the development and management of the PSC budget. The Commission receives routine advice on a range of financial and administrative matters.

Throughout this fiscal year, administrative staff participated in the provincial web renewal initiative by coordinating updates to enhance the PSC's web presence.

Another major project, led by the divisional Director, was the *Civil Service Act* review. A working group was established with representatives from various PSC functional work sections and departments. The *Civil Service Act* Regulations were also under review.

3.3.2 Corporate Human Resource Management System (HRMS)

The support team for the HRMS / payroll is a small team of six employees that supports current functionality and users while concurrently implementing updates to the system. HRMS staff provide support to approximately 1,200 HRMS users.

Services to the departments include reporting on both HR and payroll data. HRMS staff continue to meet regularly with civil, education, and health sector user groups to ensure that processes and systems meet the needs of the various organizations in the provincial public sector. Divisional activities also include business process reviews, working with client organizations to resolve reporting requirements, and developing new system functionality to assist with the implementation of new HR initiatives.

The PSC, working with ITSS and a service provider, upgraded the PeopleSoft Human Capital Management (HCM) system to version 9.2 in November, 2014. A number of updates are available each year to increase the functionality of the system. A work plan was developed to determine when updates will be made available to users. In August 2015, an update to the PeopleSoft HCM application was implemented which is in line with the plan to implement a system update approximately every 12 to 18 months.

This year the HRMS corporate office created a number of processing check lists that assist users in the

processing of payroll and the maintenance of the employee HR information. This was done with the intention of improving the data that is captured in the system to ensure accurate reporting.

A Managers' Dashboard was developed after consultations with human resource managers and senior leaders throughout the civil service. The dashboard is nearing completion and will be rolled out to managers in a phased approach in the fiscal year 2016-17. This will allow managers to access their employees' information, as well as provide key information such as performance development completion, employee age, and service demographics, which will assist in departmental human resource planning.

This work section actively supported the Corporate HR Planning Consultant and Human Resource Managers during the human resource planning activities by generating age, years of service and position reports. Statistical reports required for inter-jurisdictional work were created by this work section.

3.3.3 Payroll

The Division processes payroll for the three provincial public sector organizations, namely the Civil Service, Education and Health PEI. It is an important goal to ensure that employees' pay is produced in an accurate and timely manner.

During this fiscal year, the T4 process has been streamlined to ensure a much smoother year end process. There were 16,512 T4s issued for the 2015 calendar year.

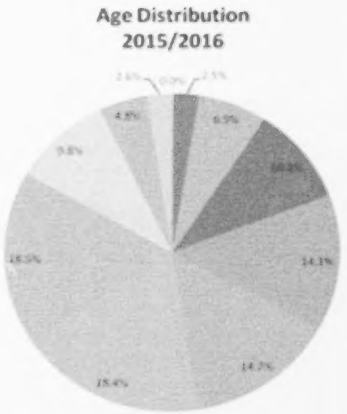
4. Opportunities and Challenges

The implementation of upgrades to the HRMS (PeopleSoft) and the building of a fully centralized HR delivery model set the foundation for the execution of the PSC Business Plan over the next three years.

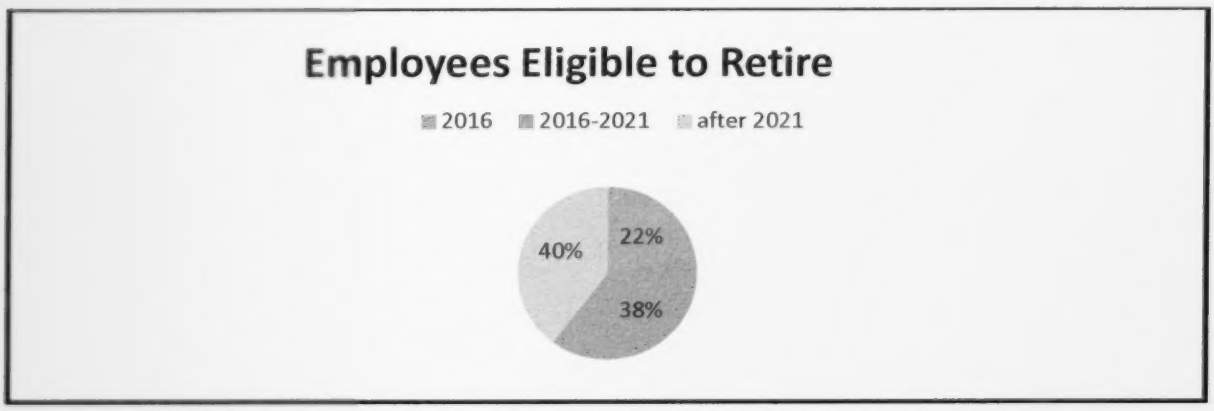
The dynamic civil service working environment presents both challenges and opportunities in the implementation of the PSC plan. Three critical environmental factors that may both determine and influence PSC programs and services over the next fiscal year include the aging workforce, fiscal realities, and the increasing requests for services.

Permanent Employees	
< 25	0.0%
25-29	2.5%
30-34	6.9%
35-39	10.3%
40-44	14.1%
45-49	14.7%
50-54	18.4%
55-59	18.5%
60-64	9.8%
65 +	4.8%
Under 30	2.5%

Average Age: 49.2



Given the expected retirements which will include managers and senior leaders, it will be critical to ensure that the capacity of the civil service is not impacted in the delivery of programs and services.



The very nature of public service is changing due to the information age, as well as the increasingly complex nature of the socio-economic environment which impacts the needs and demands for public service. In addition, client demand for services is increasing in volume and changing in nature. Clients' requests are understandably requiring specialized responses on a more frequent basis.

Given this context and the PSC Business and Human Resource Plan, looking ahead to 2016-2017, the following activities will be at the forefront of the PSC work:

- identifying the priority plan activities for each division, and articulating work plans for PSC employees;

- focusing on HR planning, including knowledge transfer strategies and the articulation of viable succession planning strategies, while recognizing the unionized environment and collective agreements;
- developing corporate strategies to respond to the Employee Survey 2015 results in the civil service;
- identifying and coordinating the provision of the most strategic learning and development opportunities to support leadership, management and succession planning;
- determining the most effective methods for supporting and enhancing the health of employees, as well as safe work places; and
- providing reliable and accurate human resources information in a timely fashion.

5 Appendices

5.1 *PSC Business and Human Resource Plan (2015 – 2017)* Indicators Definition, Data Source, and Baseline Date Table

Goal	Progress Indicators	Data Source	Baseline Date
Improved capacity (skilled, knowledgeable and engaged employees) of the Civil Service to deliver government's programs and services	1. Percentage of employee survey respondents who self-identify with the four designated diversity groups	Civil Service Employee Survey	November 2012
	2. Percentage of employees that identify as being bilingual	HRMS(Peoplesoft)	2013-2014
	3. Number and percentage of bilingual positions in the Civil Service	HRMS(Peoplesoft)	2013-2014
		HRMS(Peoplesoft)	2013-2014
	4. Percentage of employees who access bilingual training and development opportunities	Training and Development (T&D) Fund Database	2013-2014
		College Facadie Report(s)	2013-2014
	5. Percentage of external hires	HRMS(Peoplesoft)	2013-2014
	6. Percentage of permanent employees under the age of 35 years	HRMS(Peoplesoft)	2013-2014
	7. Percentage of employees who agree they have opportunities for career growth	Civil Service Employee Survey	November 2012
	8. Percentage of new permanent employees that stay over two years with the Civil Service	HRMS(Peoplesoft)	2013-2014
	9. Percentage of appointments to senior management positions (director level and higher) from within the Civil Service	HRMS(Peoplesoft)	2013-2014
	10. Percentage of employees who report that they have completed a Performance Management Plan within the past two fiscal years	HRMS(Peoplesoft)	2013-2014
	11. Overall employee engagement index for the Civil Service	Civil Service Employee Survey	November 2012

Goal	Progress Indicators	Data Source	Baseline Date
Improved employee and leadership development	1. Percentage of employees who have discussed a learning plan with their immediate supervisor	Civil Service Employee Survey	November 2012
	2. Number of employees who have completed Leadership/Manager learning opportunities that are provided through the PSC	HRMS(Peoplesoft)	2013-2014
	3. Percentage of employees who agree their manager provides regular feedback on their performance	Civil Service Employee Survey	November 2012
		HRMS(Peoplesoft)	2013-2014
	4. Number of registrations for PSC funded learning opportunities by learning category (eg. French language training, labour relations training, cultural diversity training, etc.)	College Facadic Report(s)	2013-2014
		Labour Relations Provider	2013-2014
		PSC Diversity Management Records	2013-2014
		PSC OH&S Records	2013-2014
	5. Number and percentage of applications received funding from Employee Training and Development Funds	T&D Fund Database	2013-2014

Goal	Progress Indicators	Data Source	Baseline Date
Improved employee and workplace health, safety, and well-being	1. Percentage of employees who agree that they have support at work to balance work and personal life.	Civil Service Employee Survey	November 2012
	2. Average Leave utilization rates (days)		
	a. Sick Leave - Unpaid	HRMS(Peoplesoft)	2013-2014
	b. Sick Leave – Paid (including Medical Appointments	HRMS(Peoplesoft)	2013-2014
	Special Leave: c. Serious Illness in Family (Art. 24.14b)	HRMS(Peoplesoft)	2013-2014
	Special Leave: d. Illness in Family (Doctor's Statement)	HRMS(Peoplesoft)	2013-2014
	Special Leave: e. Illness in Family (Art. 24.13 (a)(1))	HRMS(Peoplesoft)	2013-2014
	Special Leave: f. Travel Family Medical (Art. 24.13(a)(2))	HRMS(Peoplesoft)	2013-2014
	3. Usage of the Employee Assistance Program(EAP)	EAP Database	2013-2014
	4. Number of Days lost to Workers Compensation Board (WCB) claims	HRMS(Peoplesoft)	2013-2014
		WCB Reports	2013-2014
	5. Number of WCB Claims	HRMS(Peoplesoft)	2013-2014
		WCB Reports	2013-2014

Goal	Progress Indicators		Data Source	Baseline Date
Improved human resource legislation, policies, processes and practices	1. Average time to hire (days)	a. Civil	HRMS(Peoplesoft)	2013-2014
		b. Health PEI	HRMS(Peoplesoft)	2013-2014
	2. Average classification file turnaround time (working days)	a. Vacant Positions	Classification Database	2013-2014
		b. Encumbered Positions	Classification Database	2013-2014
	3. Total number of pay cheques produced		HRMS(Peoplesoft) as of October of given year	2013-2014
	4. Total number and percentage of "off cycles" produced (pays outside of normal pay schedule)		HRMS(Peoplesoft) as of October of given year	2013-2014
	5. Total number and percentage of overpayments for total cheques produced		HRMS(Peoplesoft)	2013-2014
	6. Level of client satisfaction with PSC services		PSC Client Satisfaction Survey	2013

5.2 PSC Budget

PSC Expenditures and Revenue			
Division	**Unaudited Actual 2015/16**	**Budget Forecast 3rd Quarter 2015/2016**	**Budget Estimate 2015/2016**
Expenditure Budget			
Management	$ 286,800	$ 293,000	$ 243,800
HR Management and Labour Relations	$ 3,479,000	$ 3,492,800	$ 3,551,900
Staffing, Classification, and Organizational Development	$ 2,432,100	$ 2,445,600	$ 2,492,100
Administration, Corporate HRMS, and Payroll	$ 933,000	$ 950,700	$ 1,032,200
Total PSC Expenditures	**$ 7,130,900**	**$ 7,182,100**	**$ 7,320,000**
Revenue Budget			
Management	$ 1,000	$ 0	$ 0
HR Management and Labour Relations	$ 0	$ 0	$ 0
Staffing, Classification, and Organizational Development	$ 682,700	$ 629,400	$ 629,400
Administration, Corporate HRMS, and Payroll	$ 1,900	$ 0	$ 0
Total PSC Revenue	**$ 685,600**	**$ 629,400**	**$ 629,400**

5.3 Overview of the PEI Civil Service

5.3.1 Civil Service Establishment

As of March 31, 2016

Division	Exec Division	Classified Division								Casual Division	Total All Divisions
Department/Agency		Employees					Vacant Positions				
		FT	EXL FT	PT	EXL PT	Total	FT	PT	Total	Total	
Agriculture & Fisheries	1	81	7	10		98	11	6	17	11	127
Communities, Land & Environment	1	29	16	1		46	9		9	10	65
Tourism PEI		28	4	64		96	7	16	23	22	141
Education, Early Learning & Culture	1	88	9	28		125	5	2	7	41	174
Family & Human Services	1	259	30	20		309	13	1	14	69	393
Finance	1	61	26		2	89	33		33	19	142
Health & Wellness	1	36	11	2		49	9	1	10	9	69
Justice & Public Safety	2	246	58	40	2	346	17	3	20	81	449
Transportation, Infrastructure & Energy*	1	329	25	152		506	54	59	113	180	800
Workforce & Advanced Learning	1	54	7	1		62	12		12	9	84
Executive Council	4	3	11		1	15	6		6	8	33
Communications PEI		29	16	1		46	9		9	10	65
Economic Development and Tourism	1	9	4			13	3		3	9	26
Liquor Control Commission	1	82	4	39		125	19	16	35	105	266
Public Service Commission	1	15	59		1	75	2		2	12	90
Treasury Board Secretariat	1	201	44	2		247	35		35	33	316
Total March 31, 2016	18	1633	321	373	6	2333	246	115	361	629	3341
Total March 28, 2015	23	1668	349	390	5	2413	203	102	305	663	3404
Difference	-5	-36	-28	-17	1	-80	43	13	56	-34	-63

Legend: FT = Full-time EXL FT = Excluded Full-time PT = Part-time EXL PT = Excluded Part-time

* includes Energy Corporation
** includes Tourism PEI

5.3.2 Age Profile – Classified Division

Full-time and Part-time
As of March 31, 2016

Age	Male	Female	Total	Percentage of Total (%)
Under 25	1	0	1	0.0
25 – 29	16	43	59	2.5
30 – 34	63	97	160	6.9
35 – 39	95	145	240	10.3
40 – 44	163	167	330	14.1
45 – 49	162	181	343	14.7
50 – 54	206	224	430	18.4
55 – 59	225	206	431	18.5
60 – 64	137	91	228	9.8
Over 65	67	45	112	4.8
Total	**1135**	**1199**	**2334**	**100.0**
Average Age	**50.7**	**48.3**	**49.5**	

5.3.3 Length of Service Profile – Classified Division

Full-time and Part-time
As of March 31, 2016

Years of Service	Male	Female	Total	Percentage of Total (%)
< 2	37	24	61	2.6
2 – 5	108	133	241	10.3
6 – 10	211	267	478	20.5
11 – 15	302	267	569	24.4
16 – 20	193	228	421	18.0
21 – 25	96	92	188	8.1
26 – 30	109	125	234	10.0
31+	79	63	142	6.1
Total	**1135**	**1199**	**2334**	**100.0**
Average Years of Service	**15.9**	**15.4**	**15.6**	

5.3.4 Separations – Classified Division

As of March 31, 2016

Reason	Male	Female	Total
Retirement	48	44	92
Resigned	15	12	27
Dismissed	5	0	5
Deceased	4	1	5
Lay-off	0	2	2
Transferred to Affiliate (Health)	2	9	11
Transferred to Affiliate (Other)	4	9	13
Total	**78**	**77**	**155**

5.3.5 Departmental Profiles – Classified Division

Full-time and Part-time
As of March 31, 2016

Department / Agency	Male	Female	Total
Agriculture & Fisheries	49	49	98
Communications PEI	18	28	46
Communities, Land & Environment	85	446	131
Economic Development & Tourism	3	10	13
Education, Early Learning & Culture	26	99	125
Employment Development Agency	2	0	2
Executive Council	1	14	15
Family & Human Services	66	243	309
Finance	39	50	89
Health & Wellness	13	36	49
Justice & Public Safety	155	191	346
Liquor Control Commission	61	64	125
Public Service Commission	9	66	75
Tourism PEI	60	36	96
Transportation, Infrastructure & Energy	393	113	506
Treasury Board	145	102	247
Workforce & Advanced Learning	10	52	62
Total	**1135**	**1199**	**2334**

5.4 PSC Programs and Services Activity Reports

5.4.1 Staffing Statistics

Staffing Process Information	Civil Sector	Health Sector	Total
COMPETITIONS			
Internal	235	2284	2519
External	17	12	29
Internal and External	255	91	346
Total Competitions	**507**	**2387**	**2894**
APPLICANTS	**2726**	**23131**	**25857**
APPOINTMENTS			
Permanent	129	1010	1139
Temporary and Casual	74	1099	1173
Total Appointments	**203**	**2109**	**2312**

5.4.2 Classification Statistics

Classification Process Information	Number
REVIEWS COMPLETED (by Sector)	
Civil Service	202
Health PEI	173
School Boards	13
Other (Legislative Assembly)	1
Total Reviews Completed	**389**
REVIEW REQUESTS RECEIVED	**321**
AVERAGE TURNAROUND TIME (expressed in working days)	
Vacant Positions	39
Encumbered Positions	216

5.4.3 Learning and Development Report

The following table presents the learning and development opportunities that were planned and funded by the Public Service Commission during the 2015-2016 fiscal year.

Learning and Development Opportunity		2015-2016
Sessions About Working in Government	Number of Internal Subject Matter Experts/Learning Facilitators	36
	Number of External Subject Matter Experts/Learning Facilitators	8
	Number of Sessions on Working in Government	64
	Number of Topics for Sessions on Working in Government	27
	Number of registrations processed	1,365
Insights Discovery Profiles	Insights Profiles Processed (Internal facilitators)	245
Customized Training	Number of Departments funded for Customized Training	13
	Number of Departmental Customized Training Sessions Delivered	14
	Number of Corporate Specialized Training Opportunities	1
Occupational Health and Safety	Number of Participants	448
	Number of Formal Training Sessions	17
Employee Assistance Program	Number of Sessions delivered on Request	38
Diversity and Cultural Training	Number of employees participating in sessions	187
Labour Relations Training	Number of Registrations	418
	Number of Courses Offered	18
Specialized Program Cohorts	Number of Participants in New Managers/Supervisors Program	20
	Number of Participants in the Aspiring Managers and Supervisors Program	24
	Number of Participants in the Engaging Managers and Supervisors Program	24

Learning and Development Opportunity		2015-2016
Retirement Planning Program	Retirement - Financial (External)	128
	Retirement - Benefits - One Provincial and One Federal Public Service Resource	169
	Retirement - Transitions	62
French Language Training- College Acadie Î.-P.-É.	Number of Participants	122
	Number of Courses Offered	29
Using Technology Effectively	Registrations	169
	Number of Conference Board of Canada Downloads	456 (Value = $353,941)

5.4.4 Employee Training and Development Funds Applications Summary

Application Status	Unionized Fund	Excluded Fund	Total
Applications Approved	523	144	667
Applications Denied	9	25	34
Applications Withdrawn	71	20	91
Applications Ineligible	15	15	30
Lack of Funds	0	10	10
Maximum Obtained	1	0	1
Total Applications	619	214	833

5.4.5 Diversity and Cultural Awareness Training Statistics

Year	Number of Participants
2009 -2010	133
2010 – 2011	627
2011 – 2012	215
2012 – 2013	51
2013 – 2014	72
2014 - 2015	206
2015 - 2016	144
TOTAL (as of April 2016)	**1448**

5.4.6 Employee Assistance Program (EAP) Usage Report

EAP Information		2015 – 2016
Contacts with Employees, Families, & Employers		2121
Files	Number of New Counseling Files	561
	Number of Closed Counseling Files	371
Referrals	Percentage of Self-Referrals	62.8
	Percentage of Other Referrals (e.g. Employer, family, friend, etc)	37.2
Client Gender	Percentage of Female	74.8
	Percentage of Male	25.2
Group Sessions	Number of Sessions Offered	38
	Total Number of Participants	3287

5.4.7 Occupational Health and Safety Statistics

Services provided to individual departments for April 1, 2015 to March 31, 2016 by Public Service Commission, Occupational Health and Safety Section

Department / Agency	Training	Workplace Inspections	Indoor Air Quality Tests	Noise Level Testing	Hearing Tests	Ergonomic Assessments	WCB Claims	LTD Claims Approved
Agriculture and Fisheries	31	3	4	0	23	4	0	0
Communities, Land and Environment	106	4	0	0	54	5	0	0
Education, Early Learning and Culture	9	0	0	0	0	11	0	0
Economic Development and Tourism	154	5	0	0	34	11	0	1
Executive Council	1	0	0	0	0	8	0	0
Family and Human Services10	10	0	3	0	0	20	0	4
Finance	7	0	0	0	0	13	0	0
Health and Wellness	1	0	1	0	0	7	0	0
Island Waste Management	0	0	0	0	0	0	0	0
Justice and Public Safety	36	0	0	0	0	13	0	4
Legislative Assembly	1	0	0	0	0	0	0	0
Liquor Control Commission	30	2	0	0	0	0	0	1
Public Service Commission	3	0	1	0	0	4	0	0
Transportation, Infrastructure and Energy	316	14	7	9	54	11	0	0
Workforce and Advanced Learning	23	0	0	0	0	12	0	0
Others	2	0	3	0	0	4	0	0
TOTAL	**730**	**28**	**19**	**9**	**165**	**123**	**0**	**10**